

DEPARTMENT OF HEALTH AND HUMAN SERVICES  
THE SECRETARY'S QUALITY OF WORK LIFE SURVEY ON  
ORGANIZATIONAL CLIMATE

Human Resource Management Index

Results for Organization Code  
1299

Indian Health Service  
HRM Index Forms Only Identifiable as Indian Health Service

*Report for the*  
**INDIAN HEALTH SERVICE  
(HHS Organization Code 1299)**

**UNIDENTIFIABLE RESPONDENTS**

**This section provides an overall summary of responses from the 48 IHS employees who did not identify themselves on the HRMI 2000 survey form as an employee of any IHS Area Office or component.**

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## THE SECRETARY'S QUALITY OF WORK LIFE SURVEY ON ORGANIZATIONAL CLIMATE

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### HUMAN RESOURCE MANAGEMENT (HRM) INDEX

#### *Introduction*

The HRM Index summarizes employee descriptions of their work environment. The Index is derived from responses to a carefully selected set of questions (1 through 14 on the survey) about how effectively people's time, energies, ideas, and abilities are used. The questions gather information about the following areas important to organizational performance.

- |  |                             |
|--|-----------------------------|
| o Effectiveness of Management Practices    | o Planning and Organization |
| o Employee Feelings About the Organization | o Delegation of Authority   |
| o Use of Employee's Abilities              | o Co-Worker Cooperation     |
| o Group Effectiveness as Seen by Others    | o Performance Feedback      |
| o Morale                                   | o Communication             |
| o Fairness of Management                   | o Operational Efficiency    |
|  | o Climate for Innovation    |
|  | o Need for Change           |

Responses to the individual questions are combined, and the Index is reported on a three-point scale (low, average, or high) showing how your component stands relative to the total organization surveyed. Questions 15 through 20 on the survey are specific to HHS and do not contribute to the HRM Index; however, data on responses to these questions can be used to track how employees describe these aspects of their work environment.

#### *Putting Things in Context*

It is helpful to view your HRM Index results in the context of the larger organization of which you are a part. Comparing the Index and data on individual questions between your component and the organization as a whole will help you understand how your component varies from the norm. You may find that your component has different strengths and/or weaknesses than the organization.

In addition, HHS has measured employee perceptions over time using the HRM Index, and trend lines for the total organization and major components have been developed. In analyzing your results, you should also consider the trends. Is there movement up or down, or have things remained stable? What might be influencing the trends? If your component has a trend line, how does it compare to that of the entire organization?

#### *Overall Results*

Based on the responses of 48 employees, the HRM Index for your component was about average when compared to the total organization surveyed. Since the Index is based on responses to multiple questions, some aspects of the work environment may be better than others. While data on responses to individual questions must be interpreted cautiously, they can provide additional information for problem solving.

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Analysis of the responses to individual questions indicated that your component had relative strengths in the following areas.

- o Delegation of Authority, Item 8

The following areas may warrant further discussion to identify opportunities for improvement.

Item 6. Are people treated fairly with regard to training opportunities, length of lunch periods, leave, etc.? (Fairness of Management)

35% of the employees said they were only sometimes or rarely treated fairly in such matters.

Item 9. Do the people in your work group share their expertise, knowledge, and skill to help get the work out? (Co-Worker Cooperation)

54% of the employees said that there was only some or little such sharing.

Item 4. Is the work of your group seen as highly effective by others?

44% of the employees said the work was only sometimes or rarely seen as highly effective.

Since the HRM Index is based on employee input, sharing these results with employees is a logical next step. Involving employees in follow-up discussions will help define what these results mean and help determine whether further action is needed. Following up on the results, and involving employees in that process, can lead to higher levels of performance and work satisfaction and can have important long-term benefits for your organization.